

## Program Goals

The goal of the Command College is to provide a leadership course with a futures perspective to prepare law enforcement leaders of today for the future. The program focuses on:

- **Leadership principles to influence the future direction of the organization**
- **Strategies to identify emerging issues that may impact law enforcement and provide a proactive response to those issues**
- **Skills and knowledge necessary to anticipate and prepare for the future**
- **Methods and benefits of sharing information through networking**
- **Use of stakeholders as a valuable asset in problem solving**

## Program Objectives

Students will demonstrate enhanced leadership skills throughout the program by:

- **Identifying emerging issues**
- **Creating alternative scenarios**
- **Developing strategies that impact the issues**
- **Preparing for change**
- **Developing an evaluation approach for monitoring forecasts**
- **Sharing information with other law enforcement professionals**

## Case Study

One of the goals of the program is to contribute to the body of knowledge of law enforcement through information sharing. Students complete a case study of an emerging futures issue that will affect their agency. The results of these futures-oriented case studies are submitted in the form of an article suitable for publication in a professional journal.

## Command College Session Overview

### Session One – Defining the Future

A conceptual roadmap for studying the future and the role of a leader will be introduced during the first session of the program. Using the STEEP futures forecasting scanning model (Social, Technological, Environmental, Economic, and Political), the students will learn techniques to identify faint signals and emerging issues that may be important to the future of California law enforcement.

### Session Two – Social Issues and Futures Research

Forecasting methods and the importance of scenario writing will be covered in this workshop. Today's faint signals and emerging trends as they relate to social issues, the first element of STEEP, will be discussed. The potential impact of these social issues on the student's agency and his/her role as a leader will be explored.

### Session Three – Enhanced Leadership and Politics

This session will focus on the various leadership theories and how they relate to the students personally as leaders. Self-assessment instruments, facets of self-mastery, and creative decision-making will be instrumental in identifying their role as leaders today and in the future.

### Session Four –Economics and Strategic Planning

This session will explore multiple forecasts of economic and political issues. In-depth discussions will be conducted concerning the impact of these issues on law enforcement. Students will create alternative scenarios and define probable futures.

### Session Five – Technological and Environmental Issues

This session will include discussions on broad-based technological and environmental issues. Students will be required to research cutting edge technology and environmental issues, share information, and assess the impact on law enforcement leadership.

### Session Six – Futures Planning Tools

This session will provide a “tool box” that includes strategic planning skills, transition management systems, and evaluation components. Emphasis is placed on expanding the student's knowledge of resources that enhance leadership roles and strategies for mitigating the impact of change on the agency.

### Session Seven – Politics of Change

This session provides an overview of the program and study results. Chief and city manager panels discuss practical application of change strategies. The session concludes with graduation ceremonies.

## Selection Process

### Application

Individuals interested in attending the Command College must satisfy the following qualifications at the time of application:

- **Possess or be eligible for a POST Management Certificate**
- **Be currently employed in a management position or higher level in an agency in the POST program**
- **Have experience in a leadership position with the ability to influence policy or impact the operation of the agency**
- **Have involvement in community and professional activities**
- **Have leadership potential as viewed by others**
- **Have basic word processing skills**
- **Have the ability to express an understanding of the dynamics of leadership in a law enforcement agency, both in writing and verbally**
- **Have evidence of interest in major issues and concerns facing the future of California law enforcement**
- **Be nominated to attend by own agency chief executive**

### Interview

Upon approval of the application, each applicant is interviewed by law enforcement executives from throughout California. Every attempt is made to schedule the interview as close to the location of the applicant's agency as possible. Sections of the application are used by the interview panel to help determine the applicant's readiness to attend the Command College.

**Applications are accepted on a continuous basis** and applicants are assigned to attend the program on a first-come, first-serve basis.

## How to obtain an application

- Call: (916) 227-3908
- Fax: (916) 227-0195
- E-mail: [jessica.ramos@post.ca.gov](mailto:jessica.ramos@post.ca.gov)
- Web sites: <http://www.commandcollege.com>  
<http://www.post.ca.gov/training/cc>
- Write to: Commission on POST  
Center for Leadership/Homeland Security  
1601 Alhambra Blvd.  
Sacramento CA 95816-7083

### Cost

Command College participation is reimbursed under POST Plan IV to agencies in the POST reimbursement program. Attendees from non-reimbursable agencies will be charged tuition.

### Performance Expectations

Students are expected to attend all sessions. Assignments are required between sessions in preparation for in-class discussions. Active class participation is encouraged. All students are required to stay at the course site during each session.

### General Information

The seven sessions of the core program are scheduled approximately eight weeks apart with an approximately six-month break before the last session. The program is 18 months in length, with an agreed amount of discretionary time allotted to complete the journal article. The program is held at Marriott Residence Inn in Oxnard. Two classes of a maximum 25 students each are scheduled each year.

## Law Enforcement Command College



**State of California  
Commission on Peace Officer  
Standards and Training  
Center for Leadership  
Development/Homeland Security**